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ABSTRACT

In 1983, a study was conducted of the characteristics of the chief administrative officers of the 19 community colleges in Kansas. A survey instrument was sent to each current president, requesting information on personal characteristics, prior preparation and experiences, and administrative, professional, and community activities. Study findings, based on a 100% response rate, included the following: (1) all but one of the respondents was male, their median age was 51.3 years, all had received a public elementary and secondary education, and 15% had earned a community college degree; (2) 90% of the respondents held a doctoral degree, and all but one respondent earned their degree in a professional field; (3) 90% had previously taught in a secondary school for an average of 5.5 years; (4) all of the respondents indicated that they were members of a professional association related to administration, and 80% indicated that they were also members of some other type of professional association; and (5) 53% of the respondents reported spending more than 46 hours per week at the college during regular working hours, with administration, curriculum improvement, and committee work accounting for 80% of their activities. The survey instrument is appended. (HB)

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FOCUS: PROFILE OF KANSAS COMMUNITY COLLEGE PRESIDENTS

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I. INTRODUCTION

After eighteen years of steady, even spectacular growth, Kansas community colleges are entering a new era. It promises to be a period in which the pressures on leadership will be as great as, if not greater than, those of the mid 60's and early 70's, albeit of a different nature. The community college president may expect intensified pressures in finance, governance, program development, employee's search for security, public confidence, and governmental control brought on largely by changing public expectations.

With numerous research reports indicating that a key to institutional quality in education is in the type of leaderships being provided, this study was undertaken to provide a profile, or image of the chief administrative officer in Kansas community colleges. Who are the community college presidents? What kind of preparation have they had for their position? Waht experience do they bring to the position they hold? And how do they spend their time in administrative, professional, and community activities?

These kinds of questions - and more - were asked of all Kansas community college presidents who participated in a recently completed survey. The first part of the survey asked for demographic information, (sex, age, marital status, background, etc.); the second section investigated the preparation and experience factor (degrees teaching and administrative experience, etc.); and the third part of the survey secured information concerning administrative, professional, and community activities.

The survey instrument was mailed to each of the current (1983) presidents serving Kansas community colleges. The response from the presidents in completing and returning the survey instrument was excellent. Of the instruments distributed, all (100 percent usable) were returned.

II. RESPONSES AND RESULTS

DEMOGRAPHIC

In general, community college presidents are male (the number of female community college presidents in Kansas has increased by one), in their early fifties, married (all but one), with one or more children (number of children ranged from 1 to 6). Furthermore, the great majority were born in small towns (population of under 2,000), in a state other than Kansas (i.e. Missouri, Oklahoma, Nebraska, Texas, Virginia, Indiana, Illinois). While all the presidents are products of the public elementary and secondary school system, less than 30 percent have attended a public community college, and only 15 percent earned a community college degree. These are the facts: only one of the respondents to this survey was female, 68 percent were over forty-six years of age (the median age was 51.3 years), 99 percent of all community college presidents are married or have been at least once. Also, 90 percent have one or more children. The majority were not a resident of Kansas at the time of their initial employment in a Kansas community college. Sixty-four percent have been a Kansas resident for less than ten years.

EDUCATIONAL PREPARATION

Relatively few community college presidents hold less than the earned doctors degree. Seventeen (90 percent) of the respondents reported

holding the doctors dgree. The degree most frequently listed was the Ed.D. Five reported holding the specialists degree, with two indicating the specialists as their highest degree.

All but one of the respondents earned their highest degree in a professional field, 80 percent in educational administration, 15 percent in curriculum, 10 percent in adult and continuing education, and approximately 14 percent in the following fields: counseling and higher education, vocational technical administration, and general school administration.

Roughly one-third of the presidents majored in social and/or political science while earning their first degree. Other fields of study were business, economics, biology, history, physical education, elementary education, and home economics.

The presidents were asked to identify five graduate courses which in their judgement have been most important and helpful in their community college administrative experience. The five most frequently listed courses in descending order were: school finance, community college organization, organization and administration of higher education, school law, and a series of courses under different titles concerned with educational planning. In addition, more than 40 percent believe that courses in public relations, curriculum development, and personnel management have contributed significantly to their administrative success.

Eleven (60 percent) of the presidents earned their highest degree at one of three Kansas universities (University of Kansas, Kansas State University, and Pittsburg State University). Other universities in which the highest degree was earned were: Missouri, Nebraska, Wyoming, Ball State, Nova, East Texas State, Southern Illinois, and University of Illinois.

PRIOR EXPERIENCE

In studies of community college faculty, a major source of candidates for faculty positions has often been the high school. This trend emerged among Kansas community college presidents. Ninety percent of the respondents had previously taught in secondary schools. A summary of the teaching experience indicated a total of ninety-two years of teaching at the secondary level with the range being from 2 to 9 and the median at 5.5 years.

As might be expected the vast majority of the presidents reported an active administrative background; previous administrative positions held were (due to asking each respondent to list all previous administrative positions there were a number of duplications): elementary principal, junior high principal, senior high principal, superintendent of schools, assistant superintendent of schools, extension home economists, academic vice-president, dean of instruction, state director for community colleges, and various other positions in two year colleges; i.e. director guidance services, director of admissions, athletic director, director community services.

Kansas community college presidents are relatively "place bound". Few, less than twenty percent, have held an administrative or teaching position with more than two community colleges. Of the total presidents, 50 percent had had administrative experience in only one community college. One-third have had some type of teaching or administrative experience in other educational institutions; only 37 percent had taught in a community college.

Each participant was asked to list the position held just prior to assuming their present responsibility. The position reported most

frequently was Dean (academic, instruction, admissions, community services, student services). Other positions listed were: assistant professor, vice-president, president, executive director regional educational laboratory, high school principal, and professor - department of educational administration.

PROFESSIONAL DEVELOPMENT

Kansas community college presidents are active participants in professional organizations; all of the respondents indicated they were members of some type of administrative related association. In addition, over 80 percent reported membership in some professional organization other than administration. Membership in their state community college association was reported by each participant and all reported they were active in the American Association of Community and Junior Colleges.

Participation in continuing education activities ranks high among community college presidents. Within a prior three year period about 84 percent of the presidents had engaged in formal courses, institutes, workshops, or seminars.

Within the past five years all the presidents had been involved in at least one of the following activities: teaching graduate courses in community college education, consulting, directing workshops, taking graduate course work, or speaking at meetings. Approximately nine-tenths had been involved within the same period in at least one conference concerned with management responsibilities, i.e., long-range planning, computer literacy, mastery learning, collective bargaining, faculty evaluation.

JOB AND COMMUNITY ACTIVITIES

Some of the more tangible aspects of the community college presidents job and community activities were examined through a series of questions designed to determine their perceptions of the amount of time spent on the job, how time was divided among major assignments, and to identify the major community organizations in which they held membership.

The majority (53 percent) of presidents reported spending more than forty-six hours on the average per week at the college during regular work hours. The remaining forty-seven percent indicated they spent forty-one hours or more on the job during regular work hours. In addition, 84 percent reporting spending 8 to 16 hours per week on college related activities at time other than regular work hours. The average work day for presidents is approximately twelve hours long.

Each respondent was asked to categorize the percentage of time spent in seven major areas of responsibility; administration, teaching, supervision of instruction, clerical work, curriculum improvement, community work, and self-study. As might be expected, three areas (administration, curriculum improvement, and community work) received the greatest amount of attention. In general, these three areas accounted for eighty percent of the activities of college presidents. None of the other four activities noted were listed by any respondents as taking more than ten percent of their time.

Just as community college presidents are active participants in professional matters, so are they very active in a wide range of community and civic organizations. All of the presidents have been involved with at least two, most with many more than two, community service activities other than those closely connected with their regular administrative

activities. Organizations mentioned several times were: Chamber of Commerce, Rotary, Kiawanis, Lions, United Way, and Church.

III. SUMMARY AND CONCULSION

In summary, the typical Kansas community college president is a white male in his early fifties, married, with one or more children. He was born in a small town, in a state other than Kansas. He attended the public schools. He is well educated (ninety percent have an earned doctors degree). He brings to his position a wide background of prior experience in teaching and administration. He is relatively "place bound" having obtained most of his community college experiences with fewer than two colleges. He is very active in professional and community organizations. He is a hard worker, spending on the average more than sixty hours a week with job related tasks.

While demographic and activity studies do not relate directly to job skills, they do indicate a preparation for such responsibilities. The information gathered for this study, therefore, does suggest that local board of trustees recognize the need for informed, prepared, and dedicated leadership and are placing individuals in this important administrative position who have the qualifications which enable them to perform at a high level of effectiveness.

A DESCRIPTIVE STUDY OF KANSAS PUBLIC COMMUNITY COLLEGE PRESIDENTS

DIRECTIONS: Please circle the appropriate answer to each question as it applies to you as an individual. In addition, please supply information where blanks are provided and specific information is requested.

Part I - Biographical

1. Sex

Male	M
Female	F

2. Age

26-30	A
31-35	B
36-40	C
41-45	D
46-50	E
51 and over	F

3. Marital Status

Married	M
Single	S
Divorced	D
Spouse Deceased	SD

4. Number of children _____

5. Place of birth

City _____

State _____

6. Population where family lived at the time of your birth

Rural (less than 2,000)	A
Town (2,000 - 15,000)	B
City (15,000 - 100,000)	C
City (over 100,000)	D

7. You have been a Kansas resident

Less than 2 years	A
2 - 5 years	B
5 - 10 years	C
Over 10 years	D
Life-time resident	E

8. In what state were you residing <u>just</u> <u>prior</u> to becoming a Kansas resident?

State _____

9. Were you a Kansas resident at the time of your initial employment in a Kansas community college?

Yes	Y
No	N

10. Graduated from a

public high school	A
private - parochial high school	B

11. Attended a community college

Yes	Y
No	N

(If yes, please identify and give location of college _____)

12. Earned a community college degree

Yes	Y
No	N

(Where? _____)

Part II - Experience

1. What position did you hold <u>just</u> <u>prior</u> to your initial employment as a communily college administrator?

Teaching, elementary - secondary	A
Teaching, community college	B
Teaching, college - university	C
Administration, elementary - secondary	D
Administration, college - university	E
Occupation other than teaching or educational administration	F

(If "F", please identify occupation, give location, and answer question No. 2._____

_____)

2. Years you worked at this occupation.

1 - 5	A
6 - 10	B
11 and over	C

3. Years of teaching experience in each of the following:

Elementary	____
Junior High	____
Senior High	____
Community College	____
Senior College	____
Other (_____)	____

4. Years of administrative experience, including current year, in each of the following:

Elementary	____
Junior High	____
Senior High	____
Community College	____
Senior College	____
Other (_____)	____

5. Number of community colleges you have been associated with as an: (Circle one for each)

	Instructor	Administrator
One	A	A
Two	B	B
Three	C	C
More than three	D	D

6. Were you ever employed as a community college instructor in another state?

Yes	Y
No	N

(If yes, please identify _____)

7. Were you ever employed as a community college administrator in another state?

Yes	Y
No	N

(If yes, please identify _____)

8. How many years have you held your current position?

1 - 3	A
4 - 6	B
7 - 9	C
10 - 12	D
over 12	E

(If over 12, please identify _____)

9. What administrative positions, other than your current position, have you held? (Circle all that apply.)

Elementary principal	A
Junior High principal	B
Senior High principal	C
Superintendent	D
Assistant Superintendent	E
Junior College	F
(Identify _____)	
Senior College	G
(Identify _____)	
Other	H
(Identify _____)	

10. What was your first teaching position after earning the baccalaureate degree?

Elementary	A
Junior High	B
Senior High	C
Community College	D
Senior College	E
Other (_____)	F

11. What was your first administrative position?

(Identify and give location _____

_____)

12. At what age did you first become an educational administrator?

25 - 29	A
30 - 34	B
35 - 39	C
40 - 44	D
over 45	E

13. Your age at the time of your initial employment as a community college <u>administrator</u>

25 - 29	A
30 - 34	B
35 - 39	C
40 - 44	D
over 45	E

14. At what age did you assume your present position?

25 - 29	A
30 - 34	B
35 - 39	C
40 - 44	D
over 45	E

15. Please identify the position you held just prior to assuming your present position.

Position-title _____

Organization _____

Dates: From _____ To _____

Where Located _____

Part III - Preparation - Assignment - Professional and Community Activities

Section A - Preparation

1. Highest degree held

B.A.	A
B.S.	B
M.A.	C
M.S.	D
M.Ed.	E
Ed.S.	F
Ed.D.	G
Ph.D.	H

2. Doctors degree earned at

Name of college _____ Location _____

Major _____ Minor _____

3. Specialists degree earned at

Name of college _____ Location _____

Major _____ Minor _____

4. Masters degree earned at

Name of college _____ Location _____

Major _____ Minor _____

5. Baccalaureate degree earned at

Name of college _____ Location _____

Major _____ Minor _____

6. Would you identify five graduate courses that you feel have been most useful you in your community college administrative experience?

_____ _____ _____

_____ _____

7. Identify the activity, topic, date, and location of your last participation in a community college course, workshop, seminar, or institute.

Activity _____

Topic _____

Date _____

Location _____

Section B - Assignment

1. On the average, how many hours per week do you spend at your college (regular work hours)?

Less than 30	A
29 - 34	B
35 - 40	C
41 - 46	D
more than 46	E

2. On the average, how many hours per week do you spend in college-related activities (other than regular work hours)?

Less than 5	A
5 - 7	B
8 - 10	C
11 - 13	D
14 - 16	E
over 16	F

3. How do you divide your time among your major assignments? (Please give approximate PERCENTAGES).

Administration	_____
Teaching	_____
Supervision of instruction	_____
Clerical work	_____
Curriculum improvement	_____
Community work	_____
Self-study	_____

4. During an average week, you spend approximately what PERCENTAGE of your time with individuals or groups associated with the college?

Faculty	_____
Trustees	_____
Civic leaders	_____
Alumni	_____
Students	_____
Legislators	_____
Other college administrators	_____
Others	_____
(Please identify _____)	

Section C - Professional and Community Activities

1. Professional membership:

   Please identify your major professional membership.

   _____

   _____

   _____

   _____

   _____

2. Community organization membership:

   Please identify your major community organization membership.

   _____

   _____

   _____

   _____

   _____

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